



CALIFORNIA NATIONAL GUARD
Affirmative Action Plan

FY 05 to FY 09

Joint Force Headquarters

Affirmative Action Plan

Table of Contents

I.	General -----	1
II.	Objectives, Goals and Milestones -----	7
III.	EO Policy Statement & AAP -----	8
IV.	Human Resources Committee -----	9
V.	Newcomer's Orientation -----	10
VI.	Establishing Equal Opportunity Offices & Advisors -----	11
VII.	EOA/EOR Training -----	12
VIII.	Unit EO Training -----	13
IX.	Consideration Of Others (CO2) Training -----	14
X.	Boards, Councils, and Committees -----	15
XI.	Selection for AGR and Full-Time Technician Positions (Assignments) -----	16
XII.	Recruiting / Accession -----	17
XIII.	Composition -----	19
XIV.	Promotions -----	20
XV.	Professional Military Education (PME) and Utilization of Skills -----	21
XVI.	Separations / Discharges -----	22
XVII.	Retention -----	23
XVIII.	Assignments -----	24
XIX.	Discrimination / Sexual Harassment Complaints -----	25
XX.	Discipline -----	26
APPENDIX A. The Adjutant General's Policy on Equal Opportunity -----		A-1
APPENDIX B. The Adjutant General's Policy on Prevention of Sexual Harassment -		B-1
APPENDIX C. Glossary / List of EO Terms -----		C-1
APPENDIX D. Special Ethnic Observances -----		D-1

1-1. BACKGROUND

a. The Equal Opportunity (EO) program in the Army began in the 1960's and in the Air Force as a result of existing societal conditions and was developed to promote better relations between races and ensure equality in treatment. During the next twenty-five years, society made some positive changes aimed at eliminating overt discrimination, and commanders found that the existence of EO improved combat readiness and mission accomplishment. They adopted EO programs as an essential part of their management practice and began relying on their trained EO personnel as human relations consultants.

b. The EO program continues to evolve to meet the Army and Air needs. Due to increased awareness of the negative impact of discriminatory practices, less overt discrimination is visible in the military today. However, overt discrimination has been replaced by a more insidious form of institutional discrimination in which disparate treatment occurs as a result of the normal functioning of a particular command. The realization that such treatment can occur, and the awareness that it can be stopped, are the foundations of this Affirmative Action Plan (AAP). By taking decisive personnel action to eliminate conditions that allow disparate treatment of minority and female personnel, commanders and key staff personnel can ensure that equal opportunity is truly a reality throughout the California National Guard (CNG).

1-2. PURPOSE

The purpose of this AAP is to identify and establish specific responsibilities that will provide for the assurance of EO through objectives and milestones that can be managed and measured to help ensure EO is the norm within the CNG. In order to promote individual readiness, this AAP will assist the CNG with creating and maintaining an environment that encourages personal and professional growth regardless of race, color, gender, religion, or national origin.

1-3. POLICY

a. The AAP directs positive affirmative action in support of the CNG policy that provides equal opportunity and treatment for all Airman and Soldiers regardless of race, color, gender, religion, or national origin. It reflects the high priority afforded these important tasks and the commitment of the CNG to achieve its goals.

b. The Adjutant General in accordance with AR 600-20, ANGR 600-21, ANGI 36-37 and ANGR 35-29 requires that the CNG:

- (1) Implement EO plans, policies, and programs.
- (2) Develop AAPs down to brigade and wings (0-6 command).
- (3) Review any complaint received and take appropriate action, as necessary.

1-4. APPLICABILITY

This plan applies to all military personnel assigned to the CNG.

1-5. REFERENCES.

- a. DOD Directive 1350-2, The Department of Defense Military Equal Opportunity Program.
- b. AR 135-200, Active Duty for Training, Annual Training, and Full Time Training Duty of Individual Members.
- c. AR 140-158, Enlisted Personnel Classification, Promotion, and Reduction.
- d. AR 600-9, The Army Weight Control Program.
- e. AR 600-20, Army Command Policy.
- f. AR 611-201, Enlisted Career Management Fields and Military Occupational Specialties.
- g. AR 600-26, Department of the Army Affirmative Action Plan.
- h. NGR 600-21, Equal Opportunity Program in the Army National Guard.
- i. NGR 600-22/ANGI-36-3
- j. ANGI 36-7, Air National Guard Military Equal Opportunity Program
- k. ANGR 35-29, Military Affirmative Actions

1-6. DEFINITIONS

See APPENDIX B.

1-7. GOALS

- a. Ensure all military personnel are afforded equal opportunity for entry and advancement in the California National Guard.
- b. Create an environment free from discrimination and sexual harassment.

1-8. OBJECTIVES

- (1) Provide opportunity for the professional growth of personnel.
- (2) Facilitate maintaining a positive EO environment.
- (3) Provide an environment free of sexual harassment.

- (4) Effectively utilize personnel capabilities.
- (5) Identify and correct systemic problems that have a negative effect on equal opportunity.
- (6) Educate all military personnel on promotion requirements.
- (7) Assess, evaluate, and analyze, affirmative actions elements.
- (8) Emphasize the chain of command as the primary channel for correcting allegations of discrimination.
- (9) Infuse equal opportunity into the traditional system by placing the responsibility for equal opportunity into the hands of all military personnel.

1-9 RESPONSIBILITIES

a. The Commander, California National Guard.

- (1) Initiates and administers EO programs to assure equal opportunity for all military personnel.
- (2) Assures that personnel policies with respect to EO matters are publicized at all levels and reviews EO programs at senior commands (SRCOMS) annually.
- (3) Establishes procedures for the expeditious identification of programs and the processing and resolution of complaints concerning discriminatory practices and policies.
- (4) Assures that all allegations of discrimination are processed in accordance with the complaint procedure, AR 600-20, Chapter 8, NGR 600-22/ANGI 36-3.
- (5) Establishes administrative and compliance monitoring procedures for assessing and reporting the status of EO activities within the command, unit, or activity.
- (6) Ensure EO integrity.
- (7) Conducts EO training as an essential part of unit activities contributing to unit effectiveness.
- (8) Is responsible for activity seeking identification of discriminatory practices and initiating aggressive affirmative actions to remove factors contributing to them.
- (9) Provides staffing of authorized positions and resources to adequately carry out all EO programs.

b. Commanders at all levels.

(1) Actively seeking early identification of discriminatory practices and initiating corrective actions to remove factors contributing to them. (What is this saying?)

(2) Initiating and conducting programs that promote EO for interpersonal and inter-group harmony for all military personnel in keeping with established NGB regulations and policies.

(3) Conducting EO training consistent with requirements and within the capabilities of the Human Resources personnel.

(4) Monitor and assess the execution of EO programs and policies at all levels within their areas of responsibility.

(5) Annually issue, post and update a statement for support of EO for all military personnel.

(6) Ensuring all allegations of discrimination and harassment are properly processed and that corrective action taken as appropriate.

(7) Provide staffing of authorized positions and resources to carry out the EO program.

(8) Establish procedures for assessing and reporting the status of EO activities within the command and monitor compliance with such procedures.

(9) Develop affirmative action plan goals suitable and obtainable for the organization.

c. Director of Human Resources (J-1).

(1) Responsible for the entire operation of the Office of Human Resources and provides guidance, direction, and supervision to the assigned staff.

(2) Develops policy for the administration of EO.

(3) Manages and advises the Commander and NGB on EO matters.

(4) Liaison with the Defense Equal Opportunity Management Institute (DEOMI) in developing training doctrine and materials.

d. Human Relations Equal Opportunity Officer (HR/EO)

(1) Principal assistant to the Adjutant General in the development and supervision of EO matters.

(2) Advises and assists other staff officers in carrying out their EO responsibility to key officials and individuals in the performance of their day-to-day functions and tasks at each level of command.

e. Director of Military Personnel (G-1/A-1)

(1) Includes EO concepts in all personnel-oriented programs.

(2) Assures that all personnel management, administrative programs, and services are conducted in conformance with equal opportunity policies.

f. Director of Training (G-3/A-3)

(1) Coordinate mandatory EO training.

(2) Distribute EO training material.

g. Inspector General inspects EO activities during inspections and investigates discriminatory practices within the Commanders' jurisdiction.

h. EO personnel

(1) Accomplishes planning, management, staffing, and supervising functions on EO programs.

(2) Advise and assist the Commander, other staff members, and subordinate commanders on EO matters.

(3) Assist the Commander in the development, implementation, and administration of the Command EO program.

(4) Assist in unit EO training.

(5) Provide staff guidance to subordinate EO staff.

1- 10. COMMAND EMPHASIS

a. All military members of the command should know the Commander's EO policy.

b. All officers and non-commissioned officers should know what is required to support the command EO program.

c. Commanders at all levels should regularly provide EO education and training programs consistent with NGB requirements and command needs.

d. All officers and non-commissioned officers at all levels should foster unity of purpose within the command by stressing open communication.

1- 11. REPORTING REQUIREMENTS

Commanders will submit annually a Military Equal Opportunity Report on affirmative action progress/shortfalls covering periods 1 Oct – 30 Sep to Director of Human Resources and Equal Opportunity Branch Manager (CAJS-HR-EO) by 1 Nov. Subsequently, CAJS-HR-EO will incorporate this information into the Annual Narrative Statistical Report (ANSR) due to NGB NLT 15 Dec of each fiscal year.

1- 12. SPECIAL INSTRUCTION

Proponents will continually review, update and recommend changes on the AAP to the Director of Human Resources, ATTN: EO Branch Manager (CAJS-HR-EO).

1- 13. SIGNIFICANT DATES

Dates significant to the EO Program are shown in appendix C.

OBJECTIVES, GOALS, AND MILESTONES

2-1. PURPOSE

a. This chapter contains affirmative action program elements listed below. All program elements should include objectives, goals, milestones, and timetables designed to be readable, applicable, and measurable.

- (1) RECRUITING/ACCESSIONS.
- (2) COMPOSITION.
- (3) PROMOTIONS.
- (4) PROFESSIONAL MILITARY EDUCATION (PME).
- (5) SEPARATIONS.
- (6) RETENTION.
- (7) ASSIGNMENT.
- (8) DISCRIMINATION/SEXUAL HARASSMENT COMPLAINTS.
- (9) UTILIZATION OF SKILLS.
- (10) DISCIPLINE.

b. Milestones/goals listed are arranged in a timetable format to facilitate management efforts. The commander and/or staff office who has the resources and authority to control or

influence the outcome of specific affirmative actions is/are responsible for goal development and accountability for affirmative actions.

c. The actions identified are based on the following considerations:

- (1) Applicability to the California Army and Air National Guard
- (2) Impact on combat readiness
- (3) Reporting requirements from higher headquarters
- (4) Commander's guidance

DRAFT

AFFIRMATIVE ACTION PLAN FY05-FY09

PROGRAM ELEMENT: III. EO POLICY STATEMENT AND AFFIRMATIVE ACTION PLAN.

OBJECTIVE: Ensure the commander's policy on EO program and complaint procedures are clearly defined and understood throughout the command. Also ensure there is a viable management tool establishing policies and guidelines for EO programs within the Command.

RESPONSIBLE OFFICIAL: All Senior Commanders (O6 and above).

TARGET DATE: FISCAL YEAR

GOALS

MILESTONES (MS)	FY05	FY06	FY07	FY08	FY09
1. Publish separate commander's policy statement on EO and sexual harassment within (60) days following assumption of command.	Q1	Q3			Q3
2. Develop and publish complaint policies and procedures that ensure the chain of command is the primary problem-solving device within (60) days following assumption of command.	Q1	Q3	Q3	Q3	Q3
3. Ensure all personnel are aware of complaint and grievance policies by displaying them on bulletin boards.	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
4. Develop procedures for registering complaints of discrimination.	Q3				
5. Display Commanders' policy statements on bulletin boards. Statements may be displayed in a stack form separated by tabs, in ascending order: local commander's statement will be on top.	Q1	Q1	Q1	Q1	Q1
6. Develop and implement comprehensive AAP at JFHQ's and separate units down to and include brigade or equivalent (O-6 command) level.	Q3	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
7. Ensure that appropriate affirmative action goals are established for each subject area over which the commander's staff officers have influence. (i.e., Equal Opportunity, Sexual Harassment, Military EO Investigations, and Consideration of Others).		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
8. Review/revise annually, if needed.		Q4	Q4	Q4	Q4
9. Submit AAP changes and revisions to Commander, NG annually.	Q4	Q4	Q4	Q4	Q4

RECOMMENDED CORRECTIVE ACTIONS:

- Quarterly review required for changes and/or improvements to EO program.
 - #1-3 and #5-7 to take place throughout each fiscal year based upon change of commands and EOA's.
-

Any corrective actions will be included in the Narrative and Statistical Report for Affirmative Action sent to JFHQ's annually.

AFFIRMATIVE ACTION PLAN FY05-FY09

PROGRAM ELEMENT: IV. HUMAN RESOURCES COMMITTEE

OBJECTIVE: To operate a forum that will provide commanders with an up-to-date picture of the command from an EO perspective and develop recommendations to improve or correct the present situation, as appropriate.

RESPONSIBLE OFFICIAL: Senior Commander (06 and above), Human Resources Committee (HRC), and the Equal Opportunity Advisor (EOA).

TARGET DATE: FISCAL YEAR

GOALS

MILESTONES (MS)	FY05	FY06	FY07	FY08	FY09
1. Establish a Human Resource Council consisting of staff officers having affirmative action and EO responsibilities. Ensure subordinate brigade/group commands authorize primary duty. EOA staff establishes councils and meet twice a year.		Q2/Q4	Q2/Q4	Q2/Q4	Q2/Q4
2. Coordinate staff input to council briefings to include status of EO complaints, findings, inquiries, or investigations.		Q2/Q4	Q2/Q4	Q2/Q4	Q2/Q4
3. Brief commander on the EO status of the command, based on EO Climate Survey requirements. Include review of current staff functional responsibilities from an EO perspective as it impacts on combat readiness.		Q2/Q4	Q2/Q4	Q2/Q4	Q2/Q4
4. Where evidence of unequal treatment or sexual harassment exists, take action to eliminate causative factors.	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
5. Prepare and submit an Equal Opportunity Assessment using council input as its basis twice each fiscal year. Commanders will include this information in reformulation of the AAP review process. (Semi Annual)		Q2/Q4	Q2/Q4	Q2/Q4	Q2/Q4

RECOMMENDED CORRECTIVE ACTIONS:

HRC to be developed and maintained at JFHQ's level with participation from subordinate units, due to budget restraints and numerous mob missions.

Any corrective actions will be included in the Narrative and Statistical Report for Affirmative Action sent to JFHQ's annually.

AFFIRMATIVE ACTION PLAN FY05-FY09

PROGRAM ELEMENT: V. NEWCOMER'S ORIENTATION

OBJECTIVE: Ensure newly assigned Soldiers are oriented on the EO program as it relates to unit effectiveness.

RESPONSIBLE OFFICIAL: Unit Commander, Human Resource Committee (HRC), and the Equal Opportunity Advisor (EOA).

TARGET DATE: FISCAL YEAR

GOALS

MILESTONES (MS)	FY05	FY06	FY07	FY08	FY09
1. Establish procedures to orient newly assigned officers, warrant officers, and enlisted soldiers on the purpose and location of EO offices and command EO policies. This may be accomplished as part of in-processing or briefings and reviewed annually through implementation of the Consideration of Others (CO2) Program.	Q3	Q4	Q4	Q4	Q4
2. Check the effect of orientation to ensure that all Soldiers are receiving adequate information to assist in their adjustments.	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4

RECOMMENDED CORRECTIVE ACTIONS:

All levels of command must add an EO block to the check-in process, which will be monitored by the assigned EOA's.

Any corrective actions will be included in the Narrative and Statistical Report for Affirmative Action sent to JFHQ's annually.

AFFIRMATIVE ACTION PLAN FY05-FY09

PROGRAM ELEMENT: VI. ESTABLISHING EO OFFICES AND ADVISORS (EOA'S or MEOs)

OBJECTIVE: Establish and maintain EO offices and EOA's or MEOs at 06 or above command level.

RESPONSIBLE OFFICIALS: Commander (06 and above), Human Resource Committee (HRC), and the Equal Opportunity Advisor (EOA).

TARGET DATE: FISCAL YEAR

GOALS

<div>MILESTONES (MS)</div>	FY05	FY06	FY07	FY08	FY09
1. Establish staffed EO office to permit comprehensive planning and monitoring of EO programs.	Q3-Q4	Q1-Q2	Q1-Q4	Q2-Q4	Q1-Q3
2. Maintain 100 percent authorized EO staffing requirement. Identify where positions are authorized at units to include JFHQ's, and separate units down to an including brigade, wing or equivalent (O6 command) level.	Q2-Q4	Q1	Q1	Q1	Q1
3. Develop and maintain statistical data on the number of authorized and assigned Soldiers filling EOA or Chief MEO positions within their command/organization. (Consolidate information at SRCOM level (i.e., 146 RQW, HQ 40 th ID (M), , & USPFO).	Q3-Q4	Q1	Q1	Q1	Q1
4. Develop and maintain statistical data on the number of additional duty Equal Opportunity Representative (EOR's) assigned to units not authorized full-time EOA's. (Army only)	Q1-Q4	Q1-Q3	Q1-Q3	Q1-Q3	Q1-Q3
5. Semi-annually, report the name, race/ethnic origin, rank, and gender of Soldiers filling EO positions to include whether school trained or not. Forward information through EOA's or Chief MEOs SRCOM and JFHQ's.	Q4	Q2/Q4	Q2/Q4	Q2/Q4	Q2/Q4
6. Ensure Soldiers assigned to EOA or MEO positions are qualified. (Army specific) Award Q3 of the Skill Qualification Identifier (SQI) or Additional Skill Identifier (ASI) may be obtained only through attendance at Defense Equal Opportunity Management Institute (DEOMI).	Q3-Q4	Q2-Q3	Q2-Q3	Q2-Q3	Q2-Q4
7. Monitor the number of EOA's or MEOs, EO Military Investigators, and EOR's assigned, plus formal EO training received during staff visits. Provide recommendations to overcome deficiencies	Q4	Q2-Q3	Q2-Q3	Q2-Q3	Q2-Q3

RECOMMENDED CORRECTIVE ACTIONS:

FY05 and FY06 are designated replacement/rotation years for subordinate units down to and including BDE's. DEOMI registration for newly appointed EOA's will be monitored on a quarterly basis to ensure timely completion of training requirements.

Any corrective actions will be included in the Narrative and Statistical Report for Affirmative Action sent to JFHQ's annually.

AFFIRMATIVE ACTION PLAN FY05-FY09

PROGRAM ELEMENT: VII. EO TRAINING

OBJECTIVE: To establish a program and selection of well qualified and properly motivated Soldiers to attend the Defense Equal Opportunity Management Institute (DEOMI) and ensure their proper utilization subsequent to attendance. Ensure all nominees selected to attend DEOMI are motivated and qualified.

RESPONSIBLE OFFICIAL: Commander (06 and above), Human Resources Committee (HRC), and the Equal Opportunity Advisor (EOA).

TARGET DATE: FISCAL YEAR

GOALS

MILESTONES (MS)	FY05	FY06	FY07	FY08	FY09
1. Maintain statistical data on training status of Soldiers filling EOA staff positions and EO military investigations.	Q3-Q4	Q2-Q3	Q2-Q3	Q2-Q3	Q2-Q3
2. Establish goals on the percentage of EOA's who should be trained to ensure program success.		Q1/Q4	Q1/Q4	Q1/Q4	Q1/Q4
3. Approve qualified officer and enlisted applicants for attendance at DEOMI who have met the selection criteria.	Q3-Q4	Q1/Q3	Q1/Q3	Q1/Q4	Q1/Q4
4. Publish and distribute the National Guard/Reserve Course class schedule for attendance at DEOMI. (Note: Obtain DEOMI training schedule via ATRRS or the DEOMI website).	Q3	Q1	Q1	Q1	Q1
5. Monitor and report on the number of EOA's who have been trained.	Q3-Q4	Q1/Q3	Q1/Q3	Q1/Q3	Q1/Q3
6. Present a briefing on the number of EOA's trained at the Commander's Human Resources Council Briefing.		Q4	Q4	Q4	Q4
7. Establish a method to select nominees for attendance at DEOMI, and ensure prerequisites are met.	Q4	Q1	Q1	Q1	Q1
8. Ensure that applicants are motivated volunteers who have met the highest professional and moral standards.	Q1	Q1	Q1	Q1	Q1
9. Inform EOA applicants that they are advised to serve a minimum of three (3) years as an EOA during and after attending DEOMI.	Q1	Q1	Q1	Q1	Q1
10. Trained EOA's arriving or who are in an authorized EOA position are required to serve a minimum of two (2) years.	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
11. Ensure complete applications for DEOMI arrive at least (60) days in advance of the school date to JFHQ's.	Q3	Q1	Q1	Q1	Q1

RECOMMENDED CORRECTIVE ACTIONS:

All newly appointed EOA's will be monitored to ensure timely enrollment in DEOMI – FY06 – Q2
Human Resources Committee to be developed at JFHQ's level, due to funding and numerous deployments.

Any corrective actions will be included in the Narrative and Statistical Report for Affirmative Action sent to JFHQ's annually.

AFFIRMATIVE ACTION PLAN FY05-FY09

PROGRAM ELEMENT: VIII. UNIT EO TRAINING

OBJECTIVE: To conduct unit EO training throughout the CNG units annually.

RESPONSIBLE OFFICIAL: Unit Commander, Human Resources Committee (HRC), and the Equal Opportunity Advisor (EOA).

TARGET DATE: FISCAL YEAR

MILESTONES (MS)	GOALS				
	FY05	FY06	FY07	FY08	FY09
1. Develop an EO education and training program to meet the needs of the unit. (This may be based upon the MEOCS and/or Command Climate Survey.)	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
2. Ensure members of the chain of command, to include supervisors, participate in units training. They will participate as instructors, discussion leaders, or as resource persons on command policies and practices.	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
3. Complete all unit EO training by the 4 th quarter of the fiscal year.	Q4	Q4	Q4	Q4	Q4

RECOMMENDED CORRECTIVE ACTIONS:

TAG directive required in order to increase leadership participation / attendance in EO classes – FY05/06.

Any corrective actions will be included in the Narrative and Statistical Report for Affirmative Action sent to JFHQ's annually.

AFFIRMATIVE ACTION PLAN FY05-FY09

PROGRAM ELEMENT: IX. CONSIDERATION OF OTHERS (CO2) TRAINING

OBJECTIVE: To conduct CO2 training for new EOA's assigned to CA ARNG SRCOMS annually. Coordinate facilitation and training of the CO2 Program through the Joint Force Headquarters EO Office.

RESPONSIBLE OFFICIAL: Commanders' (O5 and above) and the Equal Opportunity Advisor (EOA).

TARGET DATE: FISCAL YEAR

GOALS

MILESTONES (MS)	FY05	FY06	FY07	FY08	FY09
1. Develop a CO2 education and training program to meet the needs of EOA's assigned to brigade (0-6 equivalent) level commands.		Q1	Q1	Q1	Q1
2. Ensure all designated EOA's assigned to each SRCOM participate in units training. They will participate as instructors, discussion leaders, or as resource persons on command policies and practices.	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
3. Complete all unit CO2 training by the 4 th quarter of the fiscal year.	Q4	Q4	Q4	Q4	Q4

RECOMMENDED CORRECTIVE ACTIONS:

JFHQ-EO office to work closely with Chaplains to assist with conducting CO2 training.

Any corrective actions will be included in the Narrative and Statistical Report for Affirmative Action sent to JFHQ's annually.

AFFIRMATIVE ACTION PLAN FY05-FY09

PROGRAM ELEMENT: X. BOARDS, COUNCILS, AND COMMITTEES

OBJECTIVE: To ensure minorities and females are equally considered for representation on all boards, councils, and committees.

RESPONSIBLE OFFICIAL: Commander (05 an above), Human Resources Committee (HRC), and the Equal Opportunity Advisor (EOA).

TARGET DATE: FISCAL YEAR

MILESTONES (MS)	FY05	FY06	FY07	FY08	FY09
1. Ensure minority and female representation are considered in the appointment of all boards, councils, and committees. This initiative is required even when actions involving minorities and females are not being considered.		Q2-Q4	Q1-Q4	Q1-Q4	Q1-Q4
2. Ensure composition of selection boards for enlisted soldiers include female and minorities.		Q2-Q4	Q1-Q4	Q1-Q4	Q1-Q4

RECOMMENDED CORRECTIVE ACTIONS:

FY05 (Q2) – JFHQ’s EO office must create a memo emphasizing requirements to provide adequate representation. This is to be distribute to all command levels.

Any corrective actions will be included in the Narrative and Statistical Report for Affirmative Action sent to JFHQ’s annually.

AFFIRMATIVE ACTION PLAN FY05-FY09

PROGRAM ELEMENT: XI. SELECTION FOR AGR AND FULL-TIME TECHNICIAN POSITION (ASSIGNMENTS)

OBJECTIVE: To ensure minorities and women are considered equally in assignments.

RESPONSIBLE OFFICIAL : JFHQ's, Director of Human Resources, MILPO, Recruiting and Retention Manager, Full-time OIC, and the Equal Opportunity Advisor (EOA).

TARGET DATE: FISCAL YEAR

GOALS

MILESTONES (MS)	FY05	FY06	FY07	FY08	FY09
1. Monitor selections for AGR positions to ensure minorities and women are equally considered for career development and advancement (outreach program).		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
2. Collect and report data on the number of AGR positions filled by race, ethnic origin, and gender. Identify potential problem areas and/or trends.		Q2/Q4	Q2/Q4	Q2/Q4	Q2/Q4
3. If significant imbalances (+ / - 15% variation) are identified, institute corrective affirmative action as appropriate.		Q2/Q4	Q2/Q4	Q2/Q4	Q2/Q4
4. Provide recommendations to overcome deficiencies to the commander.		Q2/Q4	Q2/Q4	Q2/Q4	Q2/Q4

RECOMMENDED CORRECTIVE ACTIONS:

FY06 (Q2) – JFHQ's EO office must create memo to responsible officials emphasizing requirement to be informed on AGR selections to ensure equal consideration of minorities and women for career advancement.

Any corrective actions will be included in the Narrative and Statistical Report for Affirmative Action sent to JFHQ's annually.

AFFIRMATIVE ACTION PLAN FY05-FY09

PROGRAM ELEMENT: XII. RECRUITING / ACCESSIONS

OBJECTIVE: Units / Commands will accomplish, through recruiting and accessions for the grades of E-1 to E-3, E-4 to E-6, WO1, 0-1 to 0-3, the following objectives:

1. Maintain existing minority/female groups, which meet the criteria for state's parity representation and monitor annual increases or decreases within the groups.
2. Monitor all under representation for positive progression toward Division's parity representation.
3. Correct any of the following deficiencies (if needed):
 - a. Conspicuous absenteeism of any particular minority group or female representation.
 - b. Severe under representation of a particular minority group or female representation.
 - c. Excessive turnover rate (over 10%) of a particular minority group or female representation.
4. These annual statistical reports will be incorporated into a five year (FY05 to FY09) trend statistical analysis report, using FY 04 as a base year.
5. It is important that the above grades reflect parity representation for the state, because they represent the applicant pool for senior Officer / NCO promotions and key assignments.

RESPONSIBLE OFFICIAL: Unit Commander, Human Resources Committee (HRC), Det 5 STARC (R&R) and Equal Opportunity Advisor (EOA).

TARGET DATE: FISCAL YEAR

MILESTONES (MS)		GOALS				
	FY05	FY06	FY07	FY08	FY09	
1. Each fiscal year a minority/strength report will be accomplished and compared to the previous year to monitor current minority/female representation in the stated objectives. The report will be briefed by the EOA to the Commander and HRC.		Q4	Q4	Q4	Q4	
2. Ensure eligible minorities and women are considered equally for OCS and WOC programs.		Q2-Q4	Q1-Q4	Q1-Q4	Q1-Q4	
3. Identify minority and women ROTC members in the local area, and encourage them to participate in the Simultaneous Membership Program (SMP)			Q1-Q4	Q1-Q4	Q1-Q4	
4. Identify qualified minority and women Soldiers for OCS and WOC programs.						
5. Ensure eligible minority and women are considered equally for direct commissioning (legal, chaplain and medical).		Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	
6. Ensure the enlisted minority and women populations are at parity with the geographic mix of the area.		Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	

AFFIRMATIVE ACTION PLAN FY05-FY09

MILESTONES (MS)	FY05	FY06	FY07	FY08	FY09
7. Ensure the officer population is at parity with the geographical mix of the area.		Q3-Q4	Q2/Q4	Q2/Q4	Q2/Q4
8. Determine/maintain Combat Probability Code Statistics for CA ARNG. (Note: OPR is CAJS-HR-EO).		Q3-Q4	Q4	Q4	Q4

RECOMMENDED CORRECTIVE ACTIONS:

JFHQ-EO Office to conduct quarterly reviews as a minimum beginning third quarter FY05.

Any corrective actions will be included in the Narrative and Statistical Report for Affirmative Action sent to JFHQ's annually.

DRAFT

AFFIRMATIVE ACTION PLAN FY05-FY09

PROGRAM ELEMENT: XIII. COMPOSITION

OBJECTIVE: To determine and report the composition of the command: i.e., race and gender by grade. The composition should closely reflect the minority composition that the ARNG serves. (With the exception of units/positions limited by male-only Combat Probability Codes).

RESPONSIBLE OFFICIAL: The State EO Officer will report the composition (number and percentages) of the CA ARNG for officers, warrant officers, and enlisted Soldiers by grade and gender in the following categories in the Annual EO Narrative:

- a. White, not of Hispanic origin.
- b. Black, not of Hispanic origin.
- c. Hispanic.
- d. American Indian / Alaskan Native.
- e. Asian / Pacific Islander.
- f. Other / Unknown. (If shown on GKO Statistical Analysis)

TARGET DATE: FISCAL YEAR

GOALS

MILESTONES (MS)	FY05	FY06	FY07	FY08	FY09
1. Collect and maintain statistical data on command profile by race/ethnic origin and gender, and by grade. Categories are Caucasian, Black, Hispanic, Racial Other, and Women.	Q3-Q4	Q4	Q4	Q4	Q4
2. Implement procedures to reduce the number of ethnic origin and racial group unknown in the Personnel Management File.		Q4	Q4	Q4	Q4
3. Annually provide a Narrative and Statistical Report on the command distribution by race, ethnic origin and gender to NGB-HRE.	Q4	Q4	Q4	Q4	Q4
4. Prepare and present a briefing on the command profile at the State Human Relations/Equal Opportunity Council meeting.		Q4	Q4	Q4	Q4

RECOMMENDED CORRECTIVE ACTIONS:

Human Resources Committee will monitor and report stats separate from the JFHQ-EO office ANSR report. Statistical data now available on GKO, which removes the need to manually generate reports.

Any corrective actions will be included in the Narrative and Statistical Report for Affirmative Action sent to JFHQ's annually.

AFFIRMATIVE ACTION PLAN FY05-FY09

PROGRAM ELEMENT: XIV. PROMOTIONS: OFFICERS, WARRANT OFFICER & ENLISTED

OBJECTIVE: Ensure that minorities and females are considered or rated for promotions unbiased by race, color, gender, religion, national origin, or age (civilian personnel).

RESPONSIBLE OFFICIAL. Unit Commander, Human Resources Committee (HRC), MILPO, and the Equal Opportunity Advisor (EOA).

TARGET DATE: FISCAL YEAR

GOALS

MILESTONE (MS)	FY05	FY06	FY07	FY08	FY09
1. Identify the number of minority/female promotion packets forwarded for officer, warrant officer and enlisted promotion boards, and the number of minorities/females selected for promotion.		Q3	Q1-Q4	Q1-Q4	Q1-Q4
2. Identify the number of minority/female packets forwarded to the California Military Academy (223 rd IN REG) and Warrant Officer School commission.		Q2-Q4	Q1-Q4	Q1-Q4	Q1-Q4
3. Develop and maintain statistics on Soldiers promoted to E-5 through E-9, W-22 through W-4, and O-2 through O-6 determined by race/ethnic origin and gender.		Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4
4. Determine if imbalances exist (+/- 15% variation) in the administration of promotions by means of representative indexes, IAW NGR (AR) 600-21.		Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4
5. Review data for trends. If imbalances exist, determine corrective factors and take appropriate action as necessary.		Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4
6. Assure assigned Soldiers are informed and understand selection criteria and promotion procedures.		Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4
7. Report data on promotions by race/ethnic origin and gender in the Annual Narrative and Statistical Report to JFHQ's (CAJS-HR-EO).		Q4	Q4	Q4	Q4
8. Conduct EO analysis pertaining to Opportunities for Female Officers in the CA ARNG. Incorporate information as part of the CA ARNG EO program.		Q4	Q4	Q4	Q4

RECOMMENDED CORRECTIVE ACTIONS:

#1- #8 – to be parallel with development of HRC where these milestones will be addressed.

Any corrective actions will be included in the Narrative and Statistical Report for Affirmative Action sent to JFHQ's annually.

AFFIRMATIVE ACTION PLAN FY05-FY09

PROGRAM ELEMENT: XV. PROFESSIONAL MILITARY EDUCATION (PME) AND UTILIZATION OF SKILLS

OBJECTIVE: Ensure that eligible minorities and females are being provided an equal opportunity for career progression, training, assignment, and skill development. This objective will also enhance current skills of minority/female applicants who are considered and selected for PME schools. This also serves to increase the applicant pool for future promotions and assignments to key staff positions.

RESPONSIBLE OFFICIAL: Unit Commander, Human Resources Committee (HRC), and the Equal Opportunity Advisor (EOA).

TARGET DATE: FISCAL YEAR

GOALS

MILESTONES (MS)	FY05	FY06	FY07	FY08	FY09
1. Identify the number of minority and female school packets forwarded for consideration of career level schools such as: CGSC, WOC, and NCOES schools. Evaluate the consideration and selection process to determine both the number of minority and females being considered and the selection rate for career-level schools. This goal will also assist in identifying any systemic barriers based on bias.		Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4
2. Identify the utilization of skills by reviewing the current MOS's (OPMS/CMFs) held by the unit's minorities/females. This above goal will assist in identifying any systemic barriers based on bias by indicating if there is a significant proportion of minorities/females in jobs that are traditional or have very limited career potential.		Q4	Q1-Q4	Q1-Q4	Q1-Q4
3. If significant imbalances (+/- 15% variation) are identified, institute corrective affirmative actions as appropriate.		Q4	Q1-Q4	Q1-Q4	Q1-Q4

RECOMMENDED CORRECTIVE ACTIONS:

Milestones to be addressed by HRC due to funding issues and lack of personnel at this time.

Any corrective actions will be included in the Narrative and Statistical Report for Affirmative Action sent to JFHQ'S annually.

AFFIRMATIVE ACTION PLAN FY05-FY09

PROGRAM ELEMENT: XVI. SEPARATIONS / DISCHARGES

OBJECTIVE: Ensure all separations and discharges of minority and female personnel were administered without bias and:

1. Were not a pretext for adverse discrimination practices based on race, color, national origin, gender, religion, and/or retaliation.
2. Monitor the number of minority/female discharges/separations to avoid a future adverse impact of under representation and/or conspicuous absenteeism in the unit.

RESPONSIBLE OFFICIAL: Unit Commander, MILPO, Human Resources Committee (HRC), MILPO, Det 5 STARC (R&R), and the Equal Opportunity Advisor (EOA).

TARGET DATE: FISCAL YEAR

GOALS

MILESTONES (MS)	FY05	FY06	FY07	FY08	FY09
1. Identify the number of minority and female members that were either discharged or separated. Identify the type of discharge/separation and the reasons. Evaluate this data to ensure the reason for discharge/ separation was without bias and not as a result of adverse discriminatory practices.		Q4	Q4	Q4	Q4
2. Evaluate the number of minority/female discharges/separations to insure an imbalance does not exist with non-minority male discharge/separations.		Q4	Q4	Q4	Q4
3. Review data for trends. If imbalances exist, determine causative factors and take appropriate actions as necessary.		Q4	Q4	Q4	Q4
4. Prepare and present a briefing on separations/discharges at the State Human Relations/Equal Opportunity Council meeting.		Q4	Q4	Q4	Q4

RECOMMENDED CORRECTIVE ACTIONS:

All EOA's - (06 and above commands) to work closely with Retention NCO's and local Recruiters.

Retention NCO's at unit level will have the primary responsibility to collect and report annual data to each command and forward a copy to JFHQ-HR-EO.

HRC – once developed will monitor, review and recommend appropriate actions.

Any corrective actions will be included in the Narrative and Statistical Report for Affirmative Action sent to JFHQ's annually.

AFFIRMATIVE ACTION PLAN FY05-FY09

PROGRAM ELEMENT: XVII. RETENTION

OBJECTIVE: Ensure equitable opportunities for extensions are provided to and utilized by minority and female unit members.

RESPONSIBLE OFFICIAL: Unit Commander, Human Resources Committee (HRC), and the Equal Opportunity Advisor (EOA).

TARGET DATE: FISCAL YEAR

GOALS

MILESTONES (MS)	FY05	FY06	FY07	FY08	FY09
1. Identify the number of minority and female members for first term enlisted and career extensions. Compare these numbers to non-minority males to insure an imbalance does not exist. Also determine what future impact (positive or negative), such as imbalance, would have on the unit's minority/female representation.		Q4	Q4	Q4	Q4
2. Ensure all non-reenlistment of minorities/females were not a pretext for adverse discrimination practices based on race, color, national origin, gender, religion and/or retaliation. (R&R conduct exit interviews – collects Soldier summary data).		Q4	Q1-Q4	Q1-Q4	Q1-Q4
3. Ensure soldiers eligible for reenlistment are made aware of the reenlistment bonus program. Retention NCO's are encouraged to maintain bonus data to keep commanders apprised of Selection Reenlistment Incentive Programs (SRIP).		Q4	Q1-Q4	Q1-Q4	Q1-Q4
4. Assist Soldiers in approving their career potential through programs of study, on-the-job training, and formal schooling.		Q4	Q1-Q4	Q1-Q4	Q1-Q4
5. Review and analyze data for significant trends (+/- 15% variation) and make recommendations as appropriate.	Q4	Q4	Q4	Q4	

RECOMMENDED CORRECTIVE ACTIONS:

(1) Unit Commanders/1SGs will focus on retention management programs such as: AWOL Abatement and ETS counseling.

(2) All new Unit Commanders will conduct a Unit Climate Survey. (Include questions regarding sexual and/or racial discrimination and treatment). EOR's may be used as the Commander's proponent representative.

(3) Unit Retention NCOs will work closely with Det 5 STARC Area Retention Personnel to develop and manage a viable Retention Management Program.

(4) Battalion S1s will closely monitor retention management at unit level and coordinate with Equal Opportunity Advisor (EOA) to report particular trends in minority groups or female representation.

(5) Senior Command (SRCOM) EOA's will brief the Commander and Command Sergeant Major regarding particular trends in minority group or female recruiting/retention issues and trends on a recurring basis.

Any corrective actions will be included in the Narrative and Statistical Report for Affirmative Action sent to JFHQ's annually.

AFFIRMATIVE ACTION PLAN FY05-FY09

PROGRAM ELEMENT: XVIII. ASSIGNMENTS

OBJECTIVE: Ensure that minorities/females are considered equally in assignments for key positions.

RESPONSIBLE OFFICIAL: Unit Commander, Human Resources Committee (HRC), and the Equal Opportunity Advisor (EOA).

TARGET DATE: FISCAL YEAR

TARGET DATE: FISCAL YEAR		GOALS				
MILESTONES (MS)	FY05	FY06	FY07	FY08	FY09	
1. Identify current minorities/females representation for the following key staff positions: a. Command positions b. Executive Officer positions. c. First Sergeant positions. d. Higher headquarters positions (if applicable): Division, Brigade, group or 0-6 equivalent commands.		Q4	Q4	Q4	Q4	
2. Collect and report data to the Commander during the Human Resources Council Briefing (HRCB) on the number of brigade, battalion, and company commander positions authorized and filled by race/ethnic origin and gender. Categories are Caucasian, Black, Hispanic, Alaskan Native/American Indian, Asian American/Pacific Islander, Racial Others, and Females.		Q4	Q4	Q4	Q4	
3. Collect and report data to the Commander during the HRCB on the number of First Sergeant and Command Sergeant Major positions authorized and filled by race, ethnic origin and gender.		Q4	Q4	Q4	Q4	
4. Evaluate the above data for under representation or conspicuous absenteeism or minorities/females in key assignments. If significant imbalances (+/- 15% variation) are identified, institute corrective actions as appropriate.		Q4	Q4	Q4	Q4	
5. Provide recommendation to overcome deficiencies to Commander.		Q4	Q4	Q4	Q4	

RECOMMENDED CORRECTIVE ACTIONS:

All EOA's - (06 and above commands) to work closely with Deputy Commander, Administration Officer, Readiness NCO's, Retention NCO's and local Recruiter as applicable.

HRC will be the reporting agent for the purpose of data analysis, addressing imbalances and corrective action to ensure improvements occur.

Any corrective actions will be included in the Narrative and Statistical Report for Affirmative Action sent to JFHQ's annually.

AFFIRMATIVE ACTION PLAN FY05-FY09

PROGRAM ELEMENT: XIX. DISCRIMINATION/SEXUAL HARASSMENT COMPLAINTS

OBJECTIVE: Identify and eliminate any type of discriminatory practices as referenced NGR (AR) 600-21 and 600-22 in the unit or its work place.

RESPONSIBLE OFFICIAL: Unit Commander, Human Resources Committee (HRC), and the Equal Opportunity Advisor (EOA).

TARGET DATE: FISCAL YEAR**GOALS**

MILESTONES (MS)	FY05	FY06	FY07	FY08	FY09
1. Effectively process EO discrimination/sexual harassment complaints IAW NGR (AR) 600-21 and 600-22 time requirements.	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
2. Maintain and monitor statistics on the number and type of discrimination complaints filed.	Q4	Q1/Q4	Q1/Q4	Q1/Q4	Q1/Q4
3. Maintain and monitor members' reasons for separating from unit. Review and analyze data for significant trends. (See Program Element XVI).		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
4. Maintain and monitor results of EOA's human assessment climate surveys for indication of a type of discriminatory climate.			Q4	Q4	Q4
5. Provide a narrative and statistical report on discrimination complaints to JFHQ's annually.		Q1	Q1	Q1	Q1

RECOMMENDED CORRECTIVE ACTIONS:

EO classes will be reported in the ANSR report and recorded monthly in the JFHQ-EO office.

Any corrective actions will be included in the Narrative and Statistical Report for Affirmative Action sent to JFHQ's annually.

AFFIRMATIVE ACTION PLAN FY05-FY09

PROGRAM ELEMENT: XX. DISCIPLINE

OBJECTIVE: Ensure unbiased administration of Article 15s, Reductions and Military Justice.

RESPONSIBLE OFFICIAL: Unit Commander, Human Resources Committee (HRC), and the Equal Opportunity Advisor (EOA).

TARGET DATE: FISCAL YEAR**GOALS**

1. Maintain and monitor statistics on minorities and females who are disciplined for the following: a. Letter of Reprimand b. Article 15(s) c. Reduction in grade d. Court Martial(s) 2. Compare the number of minorities and females who are disciplined to the non-minority males who are disciplined. Determine if there is an imbalance in the administration of discipline between the two groups such as: a. Significant number between the groups. b. Types of discipline used for similar incidences. 3. Review data for trends. If imbalances exist, determine causative factors and take appropriate action, as necessary. 4. Prepare and present a briefing on discipline at the JFHQ's Human Relations Equal Opportunity Council meeting. 5. Report data on disciplinary actions by race/ethnic origin and gender in the Annual Narrative Report to JFHQ's.	FY05	FY06	FY07	FY08	FY09
			Q4	Q4	Q4
			Q4	Q4	Q4
			Q4	Q4	Q4
			Q4	Q4	Q4
			Q4	Q4	Q4

RECOMMENDED CORRECTIVE ACTIONS:

All EOA's to establish a working relationship with JAG office and unit level Readiness NCO's then report to the HRC.

Any corrective actions will be included in the Narrative and Statistical Report for Affirmative Action sent to JFHQ's annually.

AFFIRMATIVE ACTION PLAN FY05-FY09

APPENDIX A. THE ADJUTANT GENERAL'S POLICY STATEMENT (EO)

DRAFT

AFFIRMATIVE ACTION PLAN FY05-FY09

APPENDIX B. THE ADJUTANT GENERAL'S POLICY STATEMENT (*Prevention of Sexual Harassment*)

DRAFT

APPENDIX C. GLOSSARY / LIST OF EO TERMS

1. **Affirmative Actions** - Positive actions by CNG activities directed toward ensuring that all Soldiers and their families are afforded equal opportunity in the CNG.
2. **Affirmative Action Plan (AAP)** - A management document that consists of statements of attainable goals and timetables. This document is required of all CNG organizations and states down to the brigade, wing or equivalent level: (06 command). It is designed to achieve equal opportunity for all military personnel.
3. **Additional Skill Identifier (ASI)** - Additional duty skill assigned to EOR's that have completed EO training at DEOMI and hold a position within the unit as an EOR.
4. **Consideration of Others (CO2)** - Those actions that indicate a sensitivity to and regard for the feelings and needs of others plus an awareness of the impact of one's own behavior on them.
5. **Defense Equal Opportunity Management Institute (DEOMI)** - Official place of instruction for equal opportunity training for military and civilian personnel. Located at Patrick AFB, FL, Commercial (407) 494-2737 or DSN 854-2737.
6. **Equal Opportunity (EO)** - The condition under which the participation, consideration, treatment, and potential for success of ARNG members is based upon individual merit, fitness, achievement, and ability without regard to race, color, religion, national origin, or illegal considerations of gender.
7. **Equal Opportunity Advisor (EOA)** - Brigade level or higher. Advisors to commanders regarding issues, merits, validity, and processing of discrimination complaints. CPT or SFC / PLT SGT (E-7).
8. **Military Equal Opportunity Advisor (MEO)** - Wing level. Advisors to commander regarding issues, merits, validity, and processing of discrimination complaints. Maj or Msgt (E-7).
9. **Equal Opportunity Representatives (EOR's)** - Battalion to company level. Assist commanders in carrying out the EO program. (E-5 to E-6).
10. **Goal** - A result based on realistic, measurable prospects of attainment.
11. **Illegal Discrimination** - Any action based on race, color, religion, gender, or national origin that unlawfully or unjustly results in denying the individual an equal opportunity for treatment and/or career advancement.
12. **Institutional Discrimination** - Different treatment of individuals in an organization which operates to the consistent disadvantage of a particular group based on race, color, religion, gender, or national origin.
13. **Minority Group** - Any group distinguished from the general population (majority) in terms of race, color, religion, gender, or national origin.
14. **Reprisal** - An act against anyone filing and/or associated with the filing of a complaint.
15. **Sexual Harassment** - A form of gender discrimination that involves unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature.
16. **Skill Qualifications Identifier (SQI)** - Additional skill identifier assigned to EOA's that have completed EO training at DEOMI and hold a position within the unit as an EOA.
17. **Special Ethnic Observances** - Events, activities, or occasions set aside annually to recognize the achievements and contributions made by members of specific racial or ethnic groups in our society.

AFFIRMATIVE ACTION PLAN FY05-FY09

APPENDIX D. SPECIAL ETHNIC OBSERVANCES

Annual special ethnic observances are designed to enhance cross-cultural awareness and promote harmony among all uniformed members, their families and the civilian workforce. These activities are extensions of the CNG's EO education and training objectives. All members of the National Guard community are encouraged to contribute and participate in the planning, implementation, and conduct of observance functions.

Annual Timetable:

<u>Month</u>	<u>Dates</u>	<u>Observances</u>	<u>Authority / Comment</u>
<i>January</i>	<i>3rd Monday</i>	<i>Martin Luther King, JR's Birthday</i>	<i>PL 98-144</i>
<i>February</i>	<i>1 – 28</i>	<i>African-American History Month</i>	<i>Historically (Since the 1920's) 1st Presidential Proclamation 1976</i>
<i>March</i>	<i>1 – 31</i>	<i>Women's History Month</i>	<i>Presidential Proclamation PL 100-9</i>
<i>May</i>	<i>1st or 2nd Week</i>	<i>Asian Pacific Heritage Week</i>	<i>PL 95-419, 5 Oct 78</i>
<i>August</i>	<i>26</i>	<i>Women's Equality Day</i>	<i>Anniversary of 19th Amendment Ratification HJR 808, 22 Jul 71</i>
<i>September / October</i>	<i>15 Sep - 15 Oct</i>	<i>National Hispanic Heritage Month</i>	<i>PL 100-402</i>
<i>November</i>	<i>1 – 30</i>	<i>National Native American Indian Heritage Month</i>	<i>PL 101-343</i>